

Fostering Opportunities in Rural Southern Areas- FORSA

Quarterly Report # 3

Year 2013

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Q3Y2

Grant Award

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List of Abbreviations

CDA	Community Development Association
HH	Household
MoISA	Ministry of Insurance and Social Affairs
RR	Raodat Rifiat (Community Outreach Worker)
TC	Technical Coordinator
UNGO	Umbrella Non-Governmental Organization

Grant Goal/Objectives

The overall goal of this project —entitled “FORSA,” which means “opportunity” in Arabic, is to contribute to poverty reduction among vulnerable youth in rural Upper Egypt by applying an integrated approach that addresses health and wealth improvements, enhancing social protection. The specific objectives are the following:

1. Provide immediate employment opportunities for 1,500 youth in rural Upper Egypt by establishing a network of community health outreach workers to encourage greater access to health delivery services.
2. Build the capacity of women in rural Upper Egypt and assist them technically and financially to start their own businesses (microenterprises).

Executive summary

During Q3Y2, political instability and rising tensions in the country heavily threw their shadows on the scene. However, with perseverance and devotion, the project team was able to overcome obstacles and implement the planned project activities. All targets stated in the 12-month No Cost Extension (NCE) work plan and its Performance Monitoring Plan (PMP) submitted to the USAID on the 21st of February 2013 were achieved despite the challenges to field work represented by the massive demonstrations overcoming many Egyptian governorates including Assiut and Sohag which jeopardized the ease and safety of transportation; as well as the rising political tensions which made local rural communities less welcoming to community workers.

Early this quarter, despite the disinclination of Ministry of Insurance and Social Affairs (MoISA) to grant NGOs approval for foreign funding in the light of an infamous public opinion law suit regarding foreign funding of civil society organizations, the project successfully obtained all approvals for the six proposals submitted to the MoISA by partner Umbrella Non-Governmental Organizations (UNGOS) to receive grants from Pathfinder International

Guided by Pathfinder International FORSA, finalized the sub-grant agreement contracts, which were signed by five UNGOs and the last one in Souhag is in progress. The six UNGOs were assigned to three batches, two UNGOs per batch, one in Souhag and the other one in Assiut. The choice of the two UNGOs in each batch was made to ensure that the number of the partner Community Development Associations (CDAs) is on average 25 per batch.

Batch one UNGOs in Souhag and Assiut signed agreement contracts with a total of 30 partner CDAs. Required project staff have been successfully hired by these UNGOs and their partner CDAs. The hiring process was transparent and gave equal opportunity to candidates based on skills and experience. Batch two UNGOs in Assiut and Souhag have also hired required Project staff. The total number of personnel hired by UNGOs and CDAs thus far is 565 staff members, 98.6% of these are females.

For batches one and two UNGOs in Souhag and Assiut, capacity building in financial management was conducted for Accountants and Senior Accountants as well as in managerial skills for the Project Managers and Technical Coordinators (TC). The increase in knowledge due to capacity building efforts was 148% (i.e. increased one and a half times). Similarly, all batch one UNGOs Technical Coordinators and CDAs', Outreach workers and supervisors were trained on Interpersonal Communication and Counseling (IPC&C) to raise capacity in communication skills and increase their knowledge about reproductive / maternal and child health messages. The total number of trainees in IPC&C training was 548 and their knowledge increased by an average of 53%.

As planned, field activities started this quarter; this necessitated the hiring of four new Pathfinder, LLC staff members to implement them. Field work started by an orientation of local communities in Batch 1 villages in Assiut and Souhag about FORSA project activities through Public Hearing Meetings in each implementation designated village.



All 30 target villages in Assiut and Souhag were then mapped and prospective beneficiary households (HH) identified. On the average, each CDA identified 1,500 HHs/ target village for receiving health messages. One Raidat Refiat (RR) was assigned to 100 HHs as planned, so there were 15 Raidat Refiat (RR)/ CDA. The total number of households identified as prospective beneficiaries of health education home visits for batch one in Souhag and Assiut jointly was in accordance with the set PMP targets and summed up to 45,000 HHs.

The pre-intervention Household survey for batch one villages was conducted in Assiut and Souhag to measure the health knowledge among a random sample of beneficiary women of each CDA and a convenience sample of non-beneficiary women from nearby control villages. FORSA Monitoring and Evaluation Coordinator held an orientation session for batch one UNGO TCs and CDA RR supervisors about the purpose and the design of the case control evaluative study and conducted an on the job training on using the survey instrument and interview skills through role play.

FORSA project Field Implementation Specialists are continuously working to liaise with key officials in MoISA Directorates in Assiut and Souhag to foster mutual understanding and pave the way for an efficient and coordinated project implementation

Accomplishments

During Q3Y2, FORSA project team confronted serious challenges represented by an unstable political situation characterized by rising tensions among opposing political parties which led to massive demonstrations lead by their corresponding supporters. This created a serious jeopardy to the ease and safety of transportation, and a global atmosphere of cautious suspicion spreading to local rural communities making them unfriendly and less welcoming to community workers, usually mistaken for political supporters of one or another opposing party.

An infamous public opinion law suit against foreign funding of civil society organizations in Egypt created a global atmosphere of distrust and an unfavorable public opinion towards foreign funding of Local NGOs. This caused the Ministry of Insurance and Social Affairs (MoISA) to be hesitant in granting NGOs approval for foreign funding. However, the project successfully obtained all approvals on the six proposals submitted to the Ministry of Insurance and Social Affairs (MoISA) for partner Umbrella Non-Governmental Organizations (UNGOS) to receive grants from Pathfinder International. Approval was granted first for Tanmiet El Mogtamaa in Al Hawatka UNGO in Assiut on the 21st of March 2013, then for the 3 UNGOs in Souhag on the 9th of April 2013, and for the remaining two UNGOs in Assiut on the 10th of April 2013. *More details about the story are given later under Success stories.*

Consequently, implementation of FORSA field activities started, and progressed in accordance with the submitted 12-month No Cost Extension (NCE) plan, despite the formerly mentioned political and security challenges which imposed logistical obstacles to the smooth and safe flow of field activities. Devotion and professionalism of the FORSA Team enabled it to overcome all challenges and to achieve the stated objectives in the submitted Performance Monitoring Plan (PMP) of the 12-month No Cost Extension (NCE).

Accomplishments during this quarter focused on fulfilling the following objectives:

- Obtaining all approvals from MoISA for the six UNGOs in Assiut and Souhag to implement FORSA project
- Hiring Pathfinder LLC staff to conduct field implementation
- Finalizing all awarding processes for all six UNGOs as per Pathfinder standard Operating procedures
- Signing sub-grant agreement contracts between Pathfinder International and five UNGOs, The last UNGO is expected to sign the sub-grant agreement early next quarter
- Opening UNGOs bank accounts and transferring sub-grants for the two UNGOs of Batch 1 in Assiut and Souhag as well as for one of the two UNGOs of Batch 2 (in Sohag)
- Finalizing and signing agreement contracts between the UNGOs of Batch 1 and its 30 partner CDAs in Assiut and Souhag
- Hiring and deploying project staff in four UNGOs of Batch 1 and 2 as well as in all 30 partner CDAs of Batch 1 in Assiut and Souhag
- Conducting Financial Management Training for Accountants and Project Managers of Batch 1 and Batch 2 UNGOs in Assiut and Souhag



- Conducting Managerial Skills Training for Board Members and Project Managers of Batch 1 and 2 UNGOs in Souhag and Assiut
- Training CDA Raidat Refiat (RR) and Project Managers as well as UNGO Managers and Technical Coordinators on Interpersonal Communication and Counseling (IPC&C) on health messages, which indicates that this training is complete for batch one in Assiut and Souhag
- Conducting a Public Hearing Meeting in all of Batch 1 CDAs' catchment area in Assiut and Souhag
- Mapping all Batch 1 villages and Identifying target households for health education
- Conducting a one day training for Batch 1 UNGO Technical Coordinators and CDAs RR Supervisors on the implementation of Household Pre and Post Intervention survey in Assiut and Souhag
- Conducting the pre-intervention household survey in Batch 1 intervention and control villages in Assiut and Souhag
- Coordinating with central and governorate level MoISA officials
- Updating the PMP according to USAID comments
- Follow-up of the NCE request submitted to the USAID on the 21st of February 2013 for approval
- Coordinating with SMART project implemented by Save the Children and funded by USAID in the overlapping communities in Assiut and Souhag

A. Obtaining approval from MoISA for all six UNGOs to implement FORSA project

Early this quarter, all UNGOs obtained approvals from MoISA, on their submitted proposal to receive sub-grants from Pathfinder International to implement FORSA project activities. Achieving this target was not easy in the light of the prevailing political instability characterized by frequent change of Cabinet Ministers which lead to a significant un-necessary delay in flow of work in most government Ministries including MoISA. The situation was even aggravated by the obvious reluctance of MoISA officials to grant local NGOs approval for foreign funding in the light of a public opinion law suit regarding foreign funding of civil society organizations (details are given earlier)

The details of the strategy and tactics adopted by FORSA to achieve this objective are discussed in the “Success Stories” Section.

Following the first approval, the FORSA project immediately started field activities with Tanmiet El Mogtamaa in Al Hawatka UNGO in Assiut early this quarter. Two weeks later implementation started in the second UNGO, Sohbet El Kheer in Souhag. The following table shows the six UNGOs, the date of MoISA approval, the start date and the respective batch number. UNGOs were assigned to batches ensuring that number of partner CDAs in each batch averages 25.

Table 1 Partner UNGOs, Partnering CDAs and Batches

Batch	Batch 1		Batch 2		Batch 3	
Governorate	Assiut	Sohag	Assiut	Sohag	Assiut	Sohag
UNGO	Tanmiet El Mogtamaa in Al Hawatka	Sohbet El Kheer	Tanmiet El Mogtamaa in Sahel Seleim	Tahseen Awdaa El Maraa wa Al Tefl	Al Khairia Al Islamia in Al Bora	Al Masria LeTanmia Al Insania
Number of CDAs	20	10	15	10	5	15
Approval Date	21 March 2013	9 April 2013	10 April 2013	9 April 2013	10 April 2013	9 April 2013
Start Date	16 April	1 May	16 June 13	16 June 13	16 July 13	16 July 13

B. Hiring Pathfinder LLC staff to implement field tasks

As project activities have promptly started after MoISA granted approval to the proposals submitted by UNGOs, FORSA was compelled to hire four new staff to cover various field activity tasks and catch-up for the delay of implementation following the submission of NCE plan to the USAID. Namely a Field Implementation Specialist for Assiut, two Field Officers one for Assiut and one for Sohag governorates as well as a part-time Monitoring and Evaluation Coordinator were hired. Thus, total FORSA staff reached 21 people, completing expected recruitment for the project.

C. Finalizing awarding processes for all six UNGOs as per Pathfinder International standard operating procedures

FORSA prepared all the documents needed by Pathfinder International to process the awarding of the six UNGOs. This included all the required supporting documents for each UNGO, such as the MoISA approval, UNGO article of incorporation, agreement with Pathfinder, agreements with partner CDAs, Institutional and Financial Assessments, Sub-grant Form, Terrorist Checks and Financial Monitoring Forms.

D. Finalizing and signing sub-grant agreement contracts by UNGOs

Guided by Pathfinder International, FORSA finalized the sub-grant agreement contracts, which were signed by all six UNGOs, except for one Batch 3 UNGO (Al Masria Lel Tanmia Al Insania) in Souhag, whose contract is currently being processed and expected to be signed early Q4.

E. Opening bank accounts for UNGOs in preparation for fund transfer

The five UNGOs who signed the sub-grant agreement contracts with Pathfinder International were directed by FORSA to open bank accounts to enable acquisition of funds necessary for implementation of project activities through bank transfer. The four UNGOs of Batch 1& 2 have successfully opened bank accounts and opening a bank account for the fifth UNGO is currently in progress.

F. Transfer of funds to UNGOs

As transfer of funds occurs only after successful completion of financial training for accountants, three UNGOs have already received funds and the fourth UNGO, Tanmiet El Mogtamaa in Sahel Seleim in Assiut, is expected to receive funds early next quarter. The transferred funds are to cover the expected three-month expenditure.

G. Finalizing and signing agreement contracts between Batch 1 UNGOs and their 30 partner CDAs

Within only two weeks of signing of batch one UNGOs' contracts with Pathfinder International, agreement contracts between Tanmiet El Mogtamaa in Al Hawatka, Sohbet El Kheer UNGOs and their partner CDAs were signed. Agreement contracts are being prepared for signature for batch two CDAs in Assiut and Souhag.

H. Hiring and deploying project staff for Batch 1 UNGOs and partner CDAs as well as for Batch 2 UNGOs

Batch one UNGOs as well as their partner CDAs in Assiut and Souhag have finalized hiring and deploying the required staff for implementing the FORSA project. Furthermore batch two UNGOs in Assiut and Souhag have also hired the required project staff. The total number of staff hired in UNGOs and CDAs is 565 staff members, from six districts of Souhag and Assuit of whom 98.6% were females. The hired staff was comprised of four UNGO Project Managers, four Senior Accountants, six Accountants, 11 Technical Coordinators as well as 30 CDA Project Managers, 60 RR Supervisors and 450 RR.

FORSA took all possible measures to make sure that the staffing process at the level of UNGOs and partner CDAs followed a sound organizational procedure, not only to ensure transparency and give equal opportunity to candidates based on their skills and experience, but also to build organizational behavior capacities among UNGOs and Partner CDAs. FORSA representatives participated in the hiring process in order to avoid nepotism or bias by CDA Board Members.

Candidates for all posts were screened during a standardized interview, and scored based on a standard scoring system to ensure they possess the necessary knowledge, skills and capacities to perform the corresponding job. For accountants, the screening process also included a written pretest to assess technical accounting knowledge and skills. All hired personnel were exclusive full time employees for FORSA project.

I. Capacity building in financial management and managerial skills for UNGOs staff

Soon after Batch 1 and Batch 2 UNGO hired the necessary project staff, capacity building in financial Management was conducted being a pre-requisite to opening a bank account, receiving funds and thus starting work.

Four training workshops were conducted (two batches X two governorates). The training primarily targeted Accountants and Senior Accountants and Project Managers of UNGOs. Partner CDA Treasurers and CDA Project Managers were also invited to attend based on the feedback and recommendation of FORSA Field Implementation team. This recommendation was justified by the fact that CDA Treasurers receive advances and petty cash and settle accounts with UNGOs thus building Financial Management capacities among them would ensure better coordination and a smoother workflow of project activities.

During the financial training FORSA Sub-Grants Manger tutored the trainees who thoroughly learned and practiced using FORSA projects' financial forms, accounting ledgers and records. The FORSA Sub-Grants Manager even went through a complete example of how to issue monthly and quarterly financial reports out of the filled accounting records to ensure that the trainees will develop the necessary competency in managing financial aspects of the project.



A managerial skills' training was also conducted for the four Batch 1 and Batch 2 UNGOs in Assiut and Souhag. The training essentially targeted UNGO Project Managers and board members. However, UNGO Technical Coordinators (TC) were also invited to attend the training based on the recommendation of the FORSA Field Implementation team. The recommendation was justified by the fact that UNGO Technical Coordinators (TC) have a managerial role to play in coordinating and supervising the work of five CDA staff, especially that it would not add significant costs.



Managerial Skills Training – Souhag

Two training workshops were conducted for all four UNGOs, one in each governorate for the two batches UNGOs at the same time. This was to ensure that UNGO share experiences and make the training more beneficial. The total number of participants was 22 in both managerial training workshops.

In sum, financial administration and managerial trainings were delivered to 96 participants. The average percent knowledge gain due to financial administration and managerial trainings (indicator 2a) was very high, 148% (i.e. increased by one and a half times), which far exceeds the PMP target of 20%.

This high observed percent knowledge gain can be explained by the fact that partner UNGOs work in extremely unprivileged communities where the initial knowledge and capacity of personnel is very limited which highly emphasized the impact of the training. It was striking that one of the attendees scored 1 in the pretest and 13 in the post test denoting that his knowledge increased 12 times (percent knowledge gain 1200%). This limited initial knowledge was observed despite the fact that all hired staff has gone through a fair and objective screening process to select the best candidates, and that the screening process for accountants in particular also involved a structured written test.

The small number of participants who attended the trainings and performed a pre- and a post-test (32 participants) also contributed to this high observed value as the mean calculated to such a small number of subjects is very sensitive to, and strongly affected by extreme values.

The average percent knowledge gain was 115% for females and 207% for males. It was 151% for Assiut and 145% for Souhag.

J. Training CDA outreach workers (RR) , Supervisors and UNGO Technical Coordinators on Interpersonal Communication and Counseling (IPC&C) skills and health messages

The IPC&C training essentially targeted UNGO TCs CDA RRs, RR Supervisors. It was then decided that UNGOs Project Managers as well as CDAs Project Managers were also to attend this training to acquire the necessary technical knowledge deemed necessary to enable them to efficiently performing their managerial role and coordinate project activities, especially that this would not cause significant increase in the training costs. Participants were trained on IPC&C to raise capacity in interpersonal communication skills and to raise their knowledge in reproductive / maternal and child health messages.

All Batch One UNGOs Technical Coordinators, Project Managers, CDA RRs, RR supervisors and CDA Project Managers were trained on IPC&C and Health Messages. In total, 15 IPC&C training workshops were conducted. The total number of trainees in the IPC&C training, who conducted pre- and post-tests, (indicator 3) was 548 trainees, 365 for Assiut and 183 for Souhag.



IPC&C training – Sohag Governorate

Pre-tests and post-tests were administered to outreach worker trainees. According to level of performance during the training as well as previous experience, two RRs were selected in each CDA to become RR Supervisors. The average percent knowledge gain among all outreach workers (indicator 2a) was 53%, which far exceeds the PMP target of 20%. The knowledge gain was 44% for Assiut and 72% for Souhag.

K. Conducting a Public Hearing Meeting in each of Batch 1 target villages

Following completion of the IPC&C training for batch one, the field activities started with conducting a Public Hearing Meeting in each of the target villages of the 30 CDAs in Assiut and Souhag. The CDA announced the event in the village and the CDA board members invited local community leaders to attend this public meeting. All CDA FORSA project staff was introduced to the community and FORSA project activities were explained. FORSA field staff also attended these meetings.

L. Mapping all batch one villages and identifying target households for health education

After conducting the CDA Public Hearing Meetings, all 30 target villages in Assiut and Souhag were mapped. Hand drawn maps were plotted and served as guides during the process of identification of beneficiary Households (HHs). They also served as an important logistic tool facilitating the distribution and coordination of the work among RRs and facilitating supervisory work of RR supervisors both during the collection of basic HHs data and the future visits to deliver health messages.



A Hand-drawn maps two target villages (shattoura and Al Sawalem) – Sohag Governorate

Most of the 30 CDAs / target villages had 1,500 HHs identified for receiving health messages as planned. In a few CDAs of Souhag and Assiut, it was not possible to attain the targeted number of HHs, due to the small size of the village or because of existence of unsafe areas, where RRs cannot make home visits. Other CDAs, in the same districts, had large catchment areas and included more HHs in their target. CDAs hired a variable number of RRs based on the number of target HHs, with each RR responsible for visiting around 100 HHs as planned. On average there were 15 RRs per CDA. All in all, 45,000 HH were identified as prospective beneficiaries of health education home visits for batch one in Souhag and Assiut according to the PMP targets.

M. Conducting the pre-intervention household survey in Batch 1 intervention and control villages in Assiut and Souhag

The pre-intervention survey for Batch 1 villages was conducted to measure the health knowledge among a simple random sample of identified beneficiary women of each CDA as well as a convenience sample of non-beneficiary women from nearby control villages. As per the PMP, for each CDA, six beneficiaries were selected, i.e. $6 \times 30 = 180$ beneficiaries for Batch 1 in Souhag and Assiut.

Control villages were selected in collaboration with UNGOs TC based on ease of accessibility, similarity of population characteristics to intervention villages, and the absence of current development projects addressing Reproductive health issues to avoid bias. Social accessibility was the principal criteria for selection; they targeted villages where there is a current networking between a local CDA in the village and their UNGO. The local CDA in the control village would provide an umbrella permitting RR supervisors to access households in those villages safely, taking into consideration the current atmosphere of cautious suspicion spreading in local rural communities as a consequence of rising political tension. Physical accessibility was another important parameter in the selection process, taking into consideration the difficulty and lack of safety of transportation. Based on the aforementioned criteria, most UNGO TC could not nominate more than 3 villages fulfilling the necessary criteria. Thus, three control villages were chosen for each five CDA villages, (i.e. 18 control villages were selected for the 30 CDA villages). The number of non-beneficiary women selected per control village was increased to fifteen, amounting to a total number of 270 control interviews.



An RR supervisor interviewing one of the females during the conduct of Pre-Intervention Household Survey – Assiut Governorate

To ensure the proper implementation of the pre-intervention household survey, the FORSA Monitoring and Evaluation Coordinator conducted a one day orientation to UNGO TCs and CDA RR supervisors about the purpose and the design of the case control evaluative study and trained them on using the survey instrument and interview skills through role play to standardize the interview process and avoid interviewer bias. He also supervised the conduct of the interviews in both intervention and control villages.

N. Collaboration with UNGOs to implement project activities with CDAs

FORSA project has supported the start-up of batches one and two UNGOs office operations in Assiut and Souhag. Professional technical support, on-the-job training and follow-ups have been provided to help UNGOs set up their accounting systems and to issue monthly and quarterly financial reports from the accounting records.

Based on the original plan, budgets are provided for UNGOs to purchase computers, a printer/scanner and a facsimile machine. For proper functioning, it was also planned to provide CDAs with budget to purchase a computer, and a digital camera. FORSA project is supporting the UNGOs and CDAs in the procurement of necessary office equipment. FORSA supervises procurement procedures before a purchase order is issued. UNGOs prepare all procurement documentation on the various quotations and send them to FORSA project to review before the purchase is permitted to go through.

FORSA project demonstrated flexibility in addressing UNGOs and CDAs' needs to purchase equipment necessary for project implementation. One of the Batch 1 CDAs located in Qaw village, Souhag submitted a request to FORSA project to use the budget dedicated to the purchase of a computer to buy a sewing machine for a workshop affiliated to the CDA where local women are trained on fashion design. CDA officials clarified that they already have a computer that can be used for project implementation purposes. In the light of FORSA's vision that partnership with local CDAs aims at building their capacities and scaling-up their activities so that they can play a significant role in the development of their local communities, approval was granted to the request, provided that the available computer will be used to perform project tasks. It was also agreed that the workshop affiliated to the CDA will later coordinate with FORSA to help project beneficiary women in the village establish fashion-design micro-enterprises through providing them with the necessary training and technical support.

FORSA Field Implementation Specialists and Field Officers in both Assiut and Souhag have shared project forms and progress reports with batch one UNGOs and in turn with their CDAs. FORSA technical field staff is supervising these UNGOs in supporting their CDAs to map the target villages, identify health message beneficiary HHs and women as well as assign these to the 15 RRs of each CDA.

O. Communication with MoISA at Central and/or Governorate levels

There is continuous coordination between FORSA project Field Implementation Specialists and MoISA Directorates in Assiut and Souhag. During this quarter, FORSA suggested to conduct a ceremonial agreement signing event, where the Governor of Souhag and MoISA Undersecretary would attend. The Governor suggested creating a FORSA project follow-up committee headed by himself with membership of MoISA Undersecretary and Ministry of Health Undersecretary in addition to a FORSA project representative. FORSA wrote a memorandum containing a request for the formation of this committee and its role and submitted it to the MoISA Undersecretary in order to be approved by the Governor.



For sustainability and scale-up of FORSA capacity building and women empowerment activities, the MoISA central level is adopting FORSA curricula and tools. It reviews and comments on them and FORSA then implements requested changes to adapt materials to suit MoISA context and requirements. MoISA is to include FORSA adapted materials as a reference in its library for future adoption in other MoISA projects and ministry activities.

P. Communication with USAID

During Q3Y2, continuous communication was ensured with USAID and several meetings with USAID staff took place. During those meetings, updates concerning the project's approvals and field activities were shared with the AOTR. The comments of the USAID Monitoring and Evaluation Specialist on the amended PMP that was submitted with the NCE workplan were addressed and the PMP indicator targets and timelines were updated according to the actual start date of implementation. The FORSA project has been following up with USAID AOTR concerning approval of the 12-month NCE.

Q. Collaboration with other CAs

FORSA project held a coordination meeting with SMART project Assiut and Souhag teams, where various coordination scenarios between the two projects were suggested. Recently, FORSA project discussed the different coordination possibilities with the USAID AOTR. Agreed upon suggested coordination activities were then shared with SMART project for agreement.

Table 2 Achievements of Q3Y2

Details of activities achieved during Q3Y2 as per the new approach are listed in below according to the original approved work plan. Furthermore, progress is indicated in reference to the NCE workplan timeline.

Activities	Expected Results	Quarter Achievement	Comments/Challenges
Outcome 1: Personnel and Office Set up			
Activities	Expected Results	Quarter Achievement	Comments/Challenges
Hire Staff	Project personnel recruited	Four technical staff, namely a Field Implementation Specialist for Assiut and two Field Officers at both Souhag and Assiut, as well as a part-time M&E Coordinator has been hired. Thus, recruitment is complete.	
Outcome 2 Technical Pavement for Project Implementation			
Activities	Expected Results	Quarter Achievement	Comments/Challenges
Develop Project's Workplan	Project Workplan developed	FORSA project is waiting for approval of the 12 month NCE amended workplan that has been submitted to USAID for approval last quarter.	
Develop Performance Monitoring Plan (PMP)	PMP developed	An amended 12 month NCE PMP was re-submitted to USAID for approval, after making changes according to USAID M&E Specialist comments. The timeframe of the indicator targets were recalculated in the re-submitted PMP according to the actual start date of field implementation of activities.	
Submit Workplan and PMP to USAID	Project Workplan and PMP were submitted	The amended 12 month NCE amended workplan and PMP were re-submitted to USAID this quarter.	FORSA project is waiting for USAID approval of the NCE.

Continued

Activities	Expected Results	Quarter Achievement	Comments/Challenges
Field activities			
Batch 1			
Result 1: Jobs created among local CDAs in intervention areas			
Activities	Expected Results	Quarter Achievement	Comments/Challenges
1.1.7 Signing of sub-grant agreements	The project signed sub-grant agreements with CDAs that submitted successful proposals and passed the pre-award assessment	Batch one UNGOs have signed sub-grants agreements with Pathfinder International. Batch one UNGOs in Souhag and Assiut have signed agreement contracts with their respective 30 partner CDAs. Activity is completed for batch one.	According to the new approach, upon UNGO proposal approval by MoISA, a sub-grant agreement is signed between Pathfinder International and the UNGO as well as between the UNGO and its partner CDAs. Achieved according to NCE workplan timeline.
1.1.8 Awarded CDAs recruit the proposed staff with the help/guidance of Pathfinder	The awarded CDAs recruited their staff from their respective communities, to include a project manager, finance manager, three outreach supervisors, and an average of 15 outreach workers. The number of recruited RRs depended on the size of the community and catchment area.	Batch one UNGOs and CDAs have completed recruitment of project staff. - Batch one UNGOs in Souhag and Assiut have hired 13 staff members, comprised of 2 Project Managers, 6 TCs as well as 3 Accountants and 2 Senior Accountants. - Batch one CDAs in Souhag and Assiut have hired 540 staff members, comprised of 30 Project Managers, 60 RR Supervisors and 450 RR.	According to the new approach, UNGOs and CDAs would hire the proposed staff. Achieved according to NCE workplan timeline. Activity is completed for batch one.
1.1.9 Capacity Development of CDA staff based on training material developed	The FORSA project developed the capacity of awarded CDAs through two types of training, financial training, Outreach	Batch one UNGOs in Souhag and Assiut have received managerial and financial administration trainings. The number of trained UNGO staff is 64. All batch one CDA staff have been trained on IPC&C. In addition, UNGO Managers and	According to the new approach, both UNGO and CDA staff would receive capacity building and training. - UNGO staff would receive managerial and financial administration trainings.

Activities	Expected Results	Quarter Achievement	Comments/Challenges
	Workers training on interpersonal communication and counseling and on health messages.	Technical Coordinators have also been trained. Overall, 548 participants have been trained on IPC&C.	- CDA staff would receive IPC&C training. Achieved according to NCE workplan timeline. Activity is completed for batch one.
1.1.10 CDAs start implementation of proposed activities	With completed capacity building of recruited CDA staff, home visits to implement project activities were started and are continuing in intervention communities.	All batch one villages (30) in Souhag and Assiut were mapped identifying 45,000 HH as prospective beneficiaries for home visits. A pre-intervention survey was conducted in the 30 villages as well as in 18 control villages.	Progress achieved according to NCE workplan timeline. Activity is ongoing as expected.

Result 2: Women owned microenterprises established in intervention areas

Activities	Expected Results	Quarter Achievement	Comments/Challenges
1.2.1 Identify and train a cadre of Trainers for the Egyptian Women Speak Out (EWSO) program	The Project will select one RR supervisor from each CDA to receive the EWSO TOT (Training of Trainers). The training will be held by consultants specialized in EWSO program implementation on field levels.	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.
1.2.2 Implement EWSO program in communities	EWSO training workshops for community members will be rolled out by the EWSO trained RR supervisor within her CDA catchment area.	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.
1.2.3 Support EWSO	The RR	Since project field activities were	As the project is

Activities	Expected Results	Quarter Achievement	Comments/Challenges
graduates to start microenterprises through the sub granted CDAs	supervisor will provide guidance and production inputs to a number of EWSO graduates to start their microenterprise	postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.
Batch 2:			
Result 1: Jobs created among local CDAs in intervention areas			
2.1.7 Signing of sub-grant agreements	Project signed sub-grant agreements with CDAs that submitted successful proposals and passed the pre-award assessment	<p>Batch two UNGOs have signed sub-grants agreements with Pathfinder International.</p> <p>According to the NCE workplan, batch two UNGOs will sign agreements with partner CDAs next quarter.</p>	<p>According to the new approach, upon UNGO proposal approval by MoISA, a sub-grant agreement is signed between Pathfinder International and the UNGO as well as between the UNGO and its partner CDAs.</p> <p>Progress achieved according to NCE workplan timeline.</p> <p>Activity is ongoing.</p>
2.1.8 Awarded CDAs recruit the proposed staff with the help/guidance of Pathfinder	The awarded CDAs recruited their staff from their respective communities, to include a project manager, finance manager, two outreach supervisors, and an average of 15 outreach workers. The number of recruited RRs (Raedat Refeyat) depended on the size of the community and catchment area.	<p>Batch two UNGOs have completed recruitment of project staff.</p> <p>- Batch two UNGOs in Souhag and Assuit have hired 12 staff members, comprised of 2 Project Managers, 5 TCs as well as 3 Accountants and 2 Senior Accountants.- According to the NCE workplan, batch two CDAs will recruit the proposed staff next quarter.</p>	<p>According to the new approach, UNGOs and CDAs would hire the proposed staff.</p> <p>Achieved progress according to NCE workplan timeline.</p> <p>Activity is ongoing.</p>

Activities	Expected Results	Quarter Achievement	Comments/Challenges
2.1.9 Capacity development of CDA staff based on training material developed	The FORSA project developed the capacity of awarded CDAs through two types of training, financial training and Outreach Workers training, on interpersonal communication and counseling and on health messages.	Batch two UNGOs in Souhag and Assiut have received managerial and financial administration trainings. The number of trained UNGO staff is 32. - According to the NCE workplan, batch two CDAs will receive the proposed training next quarter.	According to the new approach, both UNGO and CDA staff would receive capacity building trainings. - UNGO staff would receive managerial and financial administration trainings. - CDA staff would receive IPC&C training. Progress achieved according to NCE workplan timeline. Activity is ongoing.
2.1.10 CDAs start implementation of proposed activities	With completed capacity building of recruited CDA staff, home visits to implement project activities started and continued in intervention communities.	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.
Result 2: Women owned microenterprises established in intervention areas			
2.2.1 Identify and train a cadre of Trainers for the Egyptian Women Speak Out program	The Project will select one RR supervisor from each CDA to receive the EWSO TOT. The training will be held by consultants specializing in EWSO program implementation on field levels.	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.
2.2.2 Implement EWSO program in communities	EWSO training workshops for community members will be rolled out by the	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities

Activities	Expected Results	Quarter Achievement	Comments/Challenges
	EWSO trained RR supervisor within her CDA catchment area.	according to the new workplan that was submitted to USAID for approval.	in an amended workplan submitted to USAID for approval.
2.2.3 Link EWSO graduates interested in starting businesses with the sub-granted CDA	The RR supervisor will provide guidance and production inputs to a number of EWSO graduates to start their microenterprise	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.
Batch 3:			
Result 1: Jobs created among local CDAs in intervention areas			
3.1.7 Signing of sub-grant agreements	Project signed subgrant agreements with CDAs that submitted successful proposals and passed the pre-award assessment	<p>The Assiut UNGO has signed the sub-grants agreements with Pathfinder International.</p> <p>According to the NCE workplan, batch two UNGOs will sign agreements with partner CDAs next quarter.</p>	<p>According to the new approach, upon UNGO proposal approval by MoISA, a sub-grant agreement is signed between Pathfinder International and the UNGO as well as between the UNGO and its partner CDAs.</p> <p>Activity is ongoing.</p>
3.1.8 Awarded CDAs recruit the proposed staff with the help/guidance of the Pathfinder	Awarded CDAs recruited their staff from their respective communities, to include a project manager, finance manager, two outreach supervisors, and an average of 15 outreach workers. The number of recruited RRs depended on the size of the community and catchment area.	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.

Activities	Expected Results	Quarter Achievement	Comments/Challenges
3.1.9 Capacity development of CDA staff based on training material developed	The FORSA project developed the capacity of awarded CDAs through two types of training, financial training and Outreach Workers training on interpersonal communication and counseling and on health messages.	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.
3.1.10 CDAs start implementation of proposed activities	With completed capacity building of recruited CDA staff, home visits to implement project activities started and continued in intervention communities.	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.
Result 2: Women owned microenterprises established in intervention areas			
3.2.1 Identify and train a cadre of Trainers for the Egyptian Women Speak Out program	The Project will select one RR supervisor from each CDA to receive the EWSO TOT. The training will be held by consultants specializing in EWSO program implementation on field levels.	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.
3.2.2 Implement EWSO program in communities	EWSO training workshops for community members will be rolled out by the EWSO trained RR supervisor within	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to

Activities	Expected Results	Quarter Achievement	Comments/Challenges
	her CDA catchment area.	approval.	USAID for approval.
3.2.3 Link EWSO graduates interested in starting businesses with the sub granted CDA	The RR supervisor will provide guidance and production inputs to a number of EWSO graduates to start their microenterprise	Since project field activities were postponed until MoISA's approval of UNGOs granting proposals were obtained, this activity will be conducted according to the new workplan that was submitted to USAID for approval.	As the project is implemented using a new approach, FORSA team re-designed and re-scheduled activities in an amended workplan submitted to USAID for approval.

Challenges

After interviewing and selecting staff, two CDAs from Batch 1, one in Souhag (Tanmiat Al Mogtamaa in Al Hema) and the other in Assiut (Al Gameya Al Khaireya Al Islameya in Al Sheikh Naguib), expressed their regret to work with the project. One had an internal management problem and the other got involved in other development related work as FORSA project was awaiting approval. FORSA project in collaboration with MoISA local officials promptly went through the process of assessing and selecting two replacement CDAs.

In addition, in several Batch 1 CDAs in both Souhag and in Assiut, some project employees resigned for personal reasons, some of whom did so after being trained on IPC&C. The FORSA project and CDAs went through the standardized hiring process to replace resigned employees and complete their staff. These new staff will be trained on IPC&C next quarter with participants of other CDAs from batch two.

As the FORSA project had chosen intervention communities which are the most disadvantaged and most needy in Assiut and Souhag, many of the CDAs staff has no previous experience with donor funded projects. FORSA is thus concentrating on providing extra capacity building efforts to support CDAs in implementing project activities through continuous close counseling and coaching.

The greatest challenge however which faced the project implementation during this quarter was the heightened political tension and state of polarization among the Egyptian citizens, which lead to demonstrations organized by the supporters of each of the opposing political parties and sometimes violent confrontations between protesters. This atmosphere of cautious suspicion spread to local rural communities and adversely affected the work of project staff in two distinct ways, first of all people in rural communities became less welcoming and even suspicious to community workers, usually mistaken for political supporters of one or another political party. Second, spreading violence among supporters and opponents represented a continuous threat to the safety of transportation. The condition heightened to a climax in the few days preceding the generalized demonstrations of 30 July, where violence became more frequent and the transportation difficulty was even made worse due to the scarcity of fuel in gas stations. However, with perseverance and devotion, the project team was able to overcome obstacles and achieve all the targets stated in the Performance Monitoring Plan (PMP) of the 12-month No Cost Extension (NCE).

Success Stories

Receiving approvals from MoISA for funding of the FORSA project activities through proposals to receive grants from Pathfinder International submitted by the six UNGO is by all means a success story in light of the current political context. First, it was clear that the MoISA officials were very hesitant to sign any approvals of foreign funding in the light of the ongoing law suit regarding foreign funding of civil society organizations. Second, Political instability led to change of Cabinet Ministers which adversely affected the flow of work and lead to an un-necessary delay in all transactions involving governmental offices. FORSA staff adopted a double strategy to achieve its goal and overcome obstacles. First project staff conducted close, continuous follow-up, with MoISA officials at the governorate and central levels. Contacts with MoISA NGOs Department and the Security Clearance Department were done almost on a daily basis. Second, project staff started networking and lobbying with relevant stakeholders including UNGOs officials, to create advocacy and public pressures compelling MoISA to grant the approval. Lobbying efforts led to some important actions taken by UNGOs, Some of the UNGOs collectively submitted pleas to the Minister of Insurance and Social Affairs highlighting the potential impact of the project on the needy beneficiaries in their local communities and demanding prompt approval. Another UNGO submitted a similar plea to the Injustices Complaints Office affiliated to the Presidential Office. FORSA strategy proved to be efficacious, as MoISA was finally convinced to grant approval to all six proposals submitted by the six UNGOs.

Despite conducting Public Hearing Meetings to introduce the FORSA project activities to all 30 villages of batch one, some families in Souhag Governorate were reluctant to cooperate with FORSA project field staff during the mapping process as well as when conducting household interviews. Community members being strong supporters of the then current regime, thought the FORSA project field team to be members of “Rebel political movement” trying to gain supporters for their movement from the village population. The FORSA project field team supported by CDA leaders used their excellent communication skills to turn hostility into understanding and encouragement. They explained the project activities and the purpose of their visits to the HH. The families became cooperative and allowed the process of mapping HH and HH interviews to be completed as planned.

Trainings organized by FORSA project aiming at capacity building in Financial Management and Managerial skills among UNGOs staff, were expanded to include also CDA staff which represented a significant scale-up of capacity building activities achieved without a significant additional cost. However, the real impact of those trainings was revealed when the targeted participants conducted their pre-test and the average pretest scores were extraordinarily low. Taking into consideration that those participants represent the best choices from their communities, as they have been selected after a fair and objective screening process, including a structured written test for accountants specifically, it was evident the urgent need of those unprivileged communities for capacity building activities. The average percent knowledge gain due to financial administration and managerial trainings for all participants was amazingly high, 148%. This striking finding clearly demonstrate the remarkable impact of the training and emphasizes the role FORSA project in playing in building Capacity among unprivileged rural communities in Upper Egypt.

Activities for Next Quarter

As the holy month of Ramadan starts early next quarter, FORSA project will schedule its activities to adapt to Ramadan convenient working hours in order to run smoothly and meet the NCE work plan timelines. Expected upcoming activities in Q4Y2, according to the submitted 12 months NCE, are listed in Table 3.

Table 3 Project activities included in next quarter (Q4Y2)

Activities	Activity status during Q4Y2
Outcome 1: Personnel and Office Set up	
Develop Project's Workplan	The project is waiting for USAID official approval of the 12 month NCE.
Develop Performance Monitoring Plan (PMP)	The project is waiting for USAID official approval of the 12 month NCE with its amended PMP.
Submit Workplan and PMP to USAID	The project is waiting for USAID official approval of the 12 month NCE with its amended PMP.
Sign subgrant agreements between Pathfinder International and UNGOs approved by MoISA	This activity will be completed next quarter
Outcome 2:	
Batch 1	
Result 1: Jobs created among UNGOs and local CDAs in intervention areas	
1.1.5 Guide UNGOs to supervise partner CDAs start implementing home visits to disseminate health messages	This activity will be ongoing next quarter
Batch 2	
Result 1: Jobs created among UNGOs and local CDAs in intervention areas	
2.1.3 Assist UNGOs and its partner CDAs to hire project staff guided by job descriptions prepared by FORSA team	This activity will be completed next quarter
2.1.4 Train UNGOs and partner CDAs on IPC&C	This activity will be completed next quarter
2.1.5 Guide UNGOs to supervise partner CDAs start implementing home visits to disseminate health messages	This activity will be ongoing next quarter
Batch 3	
Result 1: Jobs created among UNGOs and local CDAs in intervention areas	
3.1.1 Hire UNGOs project staff according to job descriptions prepared by FORSA	This activity will be completed next quarter
3.1.2 Provide UNGOs with managerial and financial administration training	This activity will be completed next quarter
3.1.3 Assist UNGOs and its partner CDAs to hire project staff guided by job descriptions prepared by FORSA team	This activity will be completed next quarter
3.1.4 Train UNGOs and partner CDAs on IPC&C	This activity will be completed next quarter
3.1.5 Guide UNGOs to supervise partner CDAs start implementing home visits to disseminate health messages	This activity will be ongoing next quarter

Monitoring and Evaluation

This quarter the project achieved all targets according to the submitted NCE workplan. As FORSA project is awaiting official approval of the NCE, this quarterly report will report indicator values according to the NCE workplan as well as the original approved workplan.

As per the NCE workplan and PMP, three indicators are to be reported on. The three indicators are:

Indicator #1: Number of jobs created for the implementation of FORSA project activities

Indicator # 2: Average percent change in knowledge gained among FORSA CDA outreach workers (Raedat Refeyat) and UNGO Technical Coordinators

Indicator #2a: Average percent change in knowledge gain among UNGO trainees in FORSA managerial and financial administration training

Indicator #3: Number of people trained in FP/RH/maternal/newborn/child health/nutrition during FORSA CDA outreach workers (Raedat Refeyat) and UNGO Technical Coordinators training

Table 4 Achievement of project indicators according to NCE PMP

Indicator Number	Results Data	Baseline Year:	FY 2					FY 3					Total	Comments (Explanation on a - / + 10% actual from target)
			Q1	Q2	Q3	Q4	FY1	Q1	Q2	Q3	Q4	FY2		
Indicator # 1	Target			17	586	1408	1408						1408	Target estimates were recently made after defining batch information. Also the number of RRs hired is the same as the average planned as variations in catchment area size evened out.
	Actual			17	586									
Indicator # 2	Target				≥ 20%	≥ 20%	≥ 20%	≥ 20%					≥ 20%	As FORSA is working with UNGOs and CDAs in unprivileged communities, initial capacity and knowledge of staff was very limited and hence the benefits of the training were huge.
	Actual				53%									
Indicator # 2a	Target				≥ 20%	≥ 20%	≥ 20%						≥ 20%	As FORSA is working with UNGOs in unprivileged communities, initial capacity and knowledge of staff was very limited and
	Actual				148% ¹									

¹ For example: one participant obtained a score of 1 in the pre-test and scored 13 in the post-test, i.e. increased in knowledge 12 times or 1200%.

Indicator Number	Results	Baseline	FY 2					FY 3					Total	Comments (Explanation on a - / + 10% actual from hence the benefits of the training were huge. The high level of knowledge gain may have also resulted from the small number of participants who attended the trainings and performed a pre- and a post-test (32 participants)).
	Data	Year:												
Indicator # 3	Target				546	1365	1365						1365	Target estimates were recently made after defining batch information. The two batch one UNGOs Project Managers asked to attend training.
	Actual				548									

As per the original workplan and the PMP, ten indicators are to be reported on. The ten indicators are:

Indicator #1: Number of jobs created for the implementation of FORSA project activities

Indicator # 2: Average percent change in knowledge gained among CDA trainees in FORSA outreach workers training

Indicator #2a: Average percent change in knowledge gained among CDA trainees in FORSA financial management training

Indicator #3: Number of people trained in FP/RH/maternal/newborn/child health/nutrition during FORSA outreach workers training

Indicator #4: Percentage of CDAs that submitted proposals scoring $\geq 60\%$ in FORSA intervention areas

Indicator #5: Number of households visited by awarded CDAs outreach workers in intervention areas

Indicator #7: Average percent knowledge gain among RR supervisors trained in FORSA EWSO TOT

Indicator #8: Number of beneficiaries trained by CDA RR supervisors through EWSO programs in intervention areas

Indicator #9: Number of business opportunities created in FORSA intervention areas

Indicator #10: Percent of women who had successful enterprises in FORSA intervention areas



As field activities have just started during Q3Y2, only monitoring and evaluation (M&E) indicator #1, 2, 2a and 3 have been calculated. Achievements of project indicators according to the original workplan and PMP are described in Table 5.

Table 5 Achievement of project indicators according to the original workplan and PMP

Indicator Number	Results Data	Baseline Year:	FY 1					FY 2					Total	Comments (Explanation on a - / + 10% actual from target)
			Q1	Q2	Q3	Q4	FY1 total	Q1	Q2	Q3	Q4	FY2 total		
Indicator # 1	Target			18	527	1027	1027	1527	1527	1527	1527	1527	1527	As project implementation strategy and start date have changed, targets have changed. Field implementation has started in FY2Q3 and thus actual targets started to be achieved with a lag of one year.
	Actual			16	17	18	18	18	17	586				
Indicator # 2	Target				≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	As project implementation start date has changed, targets have changed. As FORSA is working with UNGOs and CDAs in unprivileged communities, initial capacity and knowledge of staff was very limited and hence the benefits of the training were huge.
	Actual				NA	NA	NA	NA		53%				
Indicator # 2a	Target				≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	As project implementation start date has changed, targets have changed. As FORSA is working with UNGOs in unprivileged communities, initial capacity and knowledge of staff was very limited and hence the benefits of the training were huge. The high level of knowledge gain
	Actual				NA	NA	NA	NA		148% ²				

² For example: one participant obtained a score of 1 in the pre-test and scored 13 in the post-test, i.e. increased in knowledge 12 times or 1200%.

Indicator Number	Results Data	Baseline Year:	FY 1					FY 2					Total	Comments (Explanation on a - / + 10% actual from target)
														may have also resulted from the small number of participants who attended the trainings and performed a pre- and a post-test (32 participants).
Indicator # 3	Target				1000	1500	1500	1500	1500	1500	1500	1500	1500	As project implementation strategy and start date have changed, targets have changed. Field implementation has started in FY2Q3 and thus actual targets started to be achieved with a lag of one year.
	Actual				NA	NA	NA	NA	NA	548				
Indicator # 4	Target			50 %	50%	50%	50%	50%					50%	According to the NCE workplan and PMP, this indicator has been omitted.
	Actual			NA	NA	NA	NA	NA						
Indicator #5	Target					37, 500	37, 500	75, 000	112, 500	112, 500	112, 500	112, 500	112, 500	NA= calculation not applicable as project activities had started late
	Actual					NA	NA	NA	NA	NA				
Indicator #7	Target					≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	≥ 20%	NA= calculation not applicable as project activities had started late
	Actual					NA	NA	NA	NA	NA				
Indicator #8	Target					1, 000	1, 000	4, 000	6, 500	7, 500	7, 500	7, 500	7,500	NA= calculation not applicable as project activities had started late
	Actual					NA	NA	NA	NA	NA				
Indicator #9	Target								750	1,500	2,250		2,250	NA= calculation not applicable as project activities had started late
	Actual								NA	NA				
Indicator #10	Target								500	1,800			1,800	NA= calculation not applicable as project activities had started late
	Actual								NA	NA				